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GUIDE FOR SELF-EXAMINATION AND PLANNING, THE CLUB ANALYSIS PROGRAM OF INDUSTRIAL MANAGEMENT CLUBS OF THE YMCA.

BY- MEYER, WILLIAM F.
NATIONAL BOARD OF YOUNG MENS CHRISTIAN ASSN.

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THIS GUIDE PROVIDES A QUESTION AND ANSWER METHOD IN WHICH LEADERS OF INDUSTRIAL MANAGEMENT CLUBS (IMC) MAY EVALUATE CLUB PROGRESS AND ACCOMPLISHMENTS. A REPORT OF A NATIONAL STUDY MADE BY GEORGE WILLIAMS COLLEGE ON I.M.C. MEMBERS AND THEIR ATTITUDES TOWARD CLUB PROGRESS IS PROVIDED AS A GUIDE FOR GATHERING INFORMATION. A SMALL CORE STEERING COMMITTEE SHOULD BE APPOINTED TO OVERSEE THE ANALYSIS OF THE PROGRAM AND SHOULD COMPLETE ANALYSIS OF THE FIRST THREE AREAS--COMPOSITION AND DIVERSITY OF MEMBERSHIP AND GENERAL OPERATING OBJECTIVES. SPECIAL COMMITTEES SHOULD BE APPOINTED TO COMPLETE ANALYSIS OF MONTHLY MEETINGS, EDUCATIONAL PROJECTS, RELATIONSHIPS WITH TOP MANAGEMENT, CLUB LEADERSHIP DEVELOPMENT, SERVICE PROJECTS, CLUB SIZE AND PARTICIPATION, AND RELATIONSHIP WITH THE YMCA AND NATIONAL COUNCIL OF INDUSTRIAL MANGEMENT CLUBS. AFTER ANALYSIS IS COMPLETED, A MASTER PLAN FOR CLUB IMPROVEMENT, BASED ON RECOMMENDATIONS, SHOULD BE MADE. THE APPENDIX INCLUDES THE RESEARCH REPORT, CLUB ANALYSIS PROGRAM MANAGEMENT CHECK LIST, AND A CLUB COMPOSITION INQUIRY FORM. (PT)

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GUIDE
for
SELF-EXAMINATION AND PLANNING

THE CLUB ANALYSIS PROGRAM
OF
INDUSTRIAL MANAGEMENT CLUBS
OF THE YMCA

William F. Meyer, Jr., Editor
National Board of YMCA's
291 Broadway, New York, N. Y. 10007
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A CALL TO ACTION

Industrial Management Clubs which expect to survive must face up to the questions in this Guide and decide what they are doing right and what they must do better.

> "Organizations, like people require periodic examinations to assess the extent of their health and vitality. If there are symptoms of potential disabilities, then early detection can assist in providing correction and remedy."

Thus wrote Thomas R. Bennett in his introduction to the recent Research Report describing the membership, program, problems, and opportunities of IMC's throughout the United States.

THE CLUB ANALYSIS PROGRAM

Its Purpose for a Club

To keep up-to-date, growing in accomplishments, alive to changing needs and interests among its members and supporting companies.

What Club Analysis Means

A hard, realistic, up-to-date look at:

- Who in management the club is in business for
- Why it is in business for them
- How well it is being managed
- What it is producing for its members and the companies
- What kinds of help it needs and from whom

How Club Analysis Should Proceed

Use this Guide with its directions and sharp probing questions. *When answered,* they force IMC leaders to look critically and helpfully at their club, and *then to act.* It is assumed that combined wisdom, sparked by leading questions, will produce valid plans. These are the areas of examination:

- Membership composition and diversity
- General operating objectives
- Monthly meetings
- Educational projects
- Relationships with top management
- Club leadership development
- Service projects
- Club size and participation
- Relationships with YMCA and NCIMC

What Club Analysis Should Produce

New objectives and specific action plans on how to attain them

Action plans! Action results!

Accountability by individuals and committee to produce

Better club management

Better product

WHAT TO DO

Focus on the Objective

The impelling purpose is to adjust your club to changing times with the aid of this Guide. Acceptance of this objective may depend at first on the vision of one or two persons. Apathy and lethargy are the chief obstacles to change. The future of an Industrial Management Club can be fabulous or fatal. Which it shall be depends on whether its leaders are energetic or self-complacent.

STEP 1

Decide

Your executive committee should wholeheartedly commit your club to entering the Club Analysis Program, with the help of top management supporters.

STEP 2

Appoint

A small core steering committee of dedicated members is necessary to oversee your Club Analysis Program. They may have to dispel apathy, create challenge, develop commitment among a larger number. They must be a continuing group which is not affected by changes in officers. They should be guided by the CAP Management Check List, Appendix II, page 15.

STEP 3

Start Work

Begin with Areas 1 to 3. This may be the job of the core committee. This work must be completed and the results made available before work starts on Areas 4 to 10.

STEP 4

Assign

Standing committees and special committees, including top managers, can each work on one or more of Areas 4 to 10 in the Guide.

Involve

A club's membership is diverse in ages, jobs, experience, leaders, followers, strong interest, marginal interest, formal education, personal ambitions, etc. All kinds should be involved in the work groups, plus your YMCA secretary, top management friends, and community resource persons who are not members.

STEP 5

Combine

Develop finally a master plan of club advance, based on the recommendations of the work groups. This is necessary because the working parts are interrelated. Each work group should review the entire Guide and know what other groups are working on. However, there will be places where you can experiment or move ahead, after Areas 1 to 3 are completed, as part of an emerging master plan. Watch always for interrelatedness.

FORMULA FOR YOUR WORK GROUPS

Analyze

Use the Guide questions which follow. Decide what's right about your club. Decide what's wrong. Define your general operating objectives in Areas 4 to 10, and then your action plans to accomplish them.

Plan

Analysis without eventual planning is paralysis. Questions in the Guide point directions. Decide what you are going to do and develop a timetable for reaching each goal.

Assign

Fix responsibility on specific persons and committees for achieving plans by specific dates. Lack of accountability makes plans vanish.

GUIDE FOR SELF-EXAMINATION AND PLANNING

AREA 1

The Vertical and Horizontal Membership Composition of Your Club

1. Read Appendix I, Introduction and Section 1, page 7.
2. Get the same kind of information about your own club's membership.
3. Duplicate the Club Composition Inquiry Form. This is Appendix III, page 16.
4. Administer this Inquiry Form among the members of your club and summarize the results. This is essential before work proceeds further in Areas 2 to 10.
5. The data which you now have must be used next for work with Area 2.

AREA 2

Diversity of Interests, Needs, and Expectations Among Your Members

1. Read Appendix I, Section 2, page 8. It is a bit long but clearly reveals all the diverse elements and expectations which make up the membership of a composite IMC.
2. It is now essential that you identify the various diverse elements in your own club before there is self-examination and planning in Areas 3 to 10.
3. You have exact information from the work in Area 1 — a summary of the Inquiry Form. In addition, try to add estimates as follows:
   a. The number and proportion of core, task, social, and marginal members
   b. The number who are not likely to move up in their jobs, and others who may
   c. The number who seek job advancement through the club, and others who don't
   d. The number of officers and club leaders who have different goals and participation interests from the general membership.
4. Proceed with the following kinds of questions:
   a. For whom is your IMC now in business?
   b. If the focus is or is not on foremen in manufacturing, is your situation right? Why?
   c. Are others besides foremen encouraged to belong, and if so, who, why, in what proportion?
   d. Should your IMC include anyone whose function is management — thus including persons who don't supervise the work of others — who are not in production enterprises? Would this diminish interest of any of your members?
   e. Does the membership composition of your IMC make it unique in your community? Should it? Why?
   f. What is your reaction to the NCIMC Executive Committee's approval of clubs being composed of a proportional cross-section of managers of all kinds of commercial and industrial enterprises?
   g. For whom should your IMC be in business?
5. The data, problems, and proposals which you now have — along with the results of work in Area 1 — must be used by committees and work groups dealing with Areas 3 to 10.

AREA 3

The General Operating Objectives of Your Club

1. Work on defining the general operating objectives of your club depends on the results of work in Areas 1 and 2 on your membership composition and diversity as a reference. Work also depends on acquaintance with the full contents of the Appendix. The final results may be considered as tentative until the completed work in Areas 4 to 10 is used as further reference.
2. The NCIMC leaflet "Rx for Personal, Community and Industrial Progress" may be helpful.
3. The questions which follow are suggested as a guide.
4. Have you clarified what you are in business to do, whom you are in business for, and what you can do best?
5. Have you decided what should be left to others in order to avoid going in all directions?
6. Have you decided what few things produce the most among a longer list of possible actions?
7. Do your general operating objectives take account of your membership composition, diversity among members, and management development needs in your community?
8. Are they realistic in terms of being activated into program?
9. Have top managers helped you to define your general objectives?
10. Are they stated in an attractive printed folder?
11. Are they supported in print by quotes from top managers?
12. Is the language appealing to prospective members and to top managers?
13. What data, problems, and proposals do you now have to pass on to other committees and work groups? Who should be responsible?

INTRODUCTION TO AREAS 4 TO 10

The work in Areas 1 to 3 gives you a far more exact picture of your club's membership than you ever had before, and defines your general operating objectives. This information must be a constant reference for those who now work on Areas 4 to 10. In this way, planning for the future will be based on particulars about your own club and not on speculation.

AREA 4

Your Monthly Meeting

1. Read Appendix I, Section 3, page 10.
2. Refer to the summary of the Inquiry Form (Area 1) and the work in Area 2 which reveal the composition and membership diversity of your club. Ask yourselves this question: Does the content of our monthly meetings take into account such factors as:
   - Levels of age and education in our club
   - Nature and size of companies represented
   - Management functions of members such as line and staff
   - Levels, kinds, and length of supervisory experiences
   - Interests of general membership as compared to officers and leaders
   - Lengths of time as club members
3. How do you find out what your members get from dinner meetings?
4. Are top managers helping you to provide what they suggest for the members and for the companies?
5. What are you doing to provide management fellowship across company lines for all members at every meeting? Personal handshakes for all guests? Follow-up of prospective members?
6. Have you tried audience participation methods? If they were not accepted, was it because you had poor handling? (See NCIMC manual "More Participation at Club Meetings")
7. If you don't create fellowship by sitting at tables of six to eight — why don't you?
8. Do you have occasional speakers who inform and challenge with the broad concerns of management, such as relations with government, poverty, unemployment, business cycles, international affairs, ethics in business, fair employment, etc.?
9. How do you vary your meetings to sustain interest?
10. What data, problems, and proposals do you now have to pass on to other committees and work groups? Who should be responsible?

AREA 5

Your Educational Projects

1. Read Appendix I, Section 4, page 10.
2. Refer to the summary of the Inquiry Form (Area 1) and the work in Area 2 which reveal the composition and membership diversity of your club. Ask yourselves this question. Do our educational projects take into account such factors as:
   - Levels of age and education in our club
   - Nature and size of companies represented
   - Management functions of members such as line and staff
   - Levels, kinds, and length of supervisory experiences
   - Interests of general membership as compared to officers and leaders
   - Lengths of time as club members
   - Number of people being supervised
   - Participation in company management development formal programs
   - Participation in previous club projects
3. How have you found out who and how many want to acquire what knowledge, what skills?
4. How are company managers helping you to select courses related to their needs and the needs of your particular locality?
5. How are they helping you to supplement what they are doing in their companies?
6. Are you pitching courses too much to middle management. If "yes," what should you do?
7. In a competitive situation, what are you doing that is unique? What should you do? Who should help you?
8. What data, problems, and proposals do you now have to pass on to other committees and work groups? Who should be responsible?

AREA 6

Your Relationships with Top Management

1. Read Appendix I, Section 5, page 11.
2. Do you have a top management advisory committee? (NCIMC manual "The Top Management Advisory Committee of an Industrial Management Club")
3. Is its relationship with your club perfunctory, or helpful? Why?
4. How are you involving top managers in a variety of ways in your program? (NCIMC paper "Keeping Close to Top Management")
5. Do they know the facts about your club's composition and diversity of members?

6. How do top managers help you to plan monthly meetings and education activities to tie in with company management development programs?
7. How can your related YMCA secretary help you the best on your relationships with top management?
8. How can top managers who believe in your club help you to secure members in additional companies?
9. What is the ideal relationship between a key man and his company management? Have you and top managers developed this in writing? What are your top management "believers" doing to help spread this ideal among more companies?
10. Do you ask top managers for help on securing and recognizing successful leaders?
11. Which top managers know what the IMC costs the YMCA?
12. What are the names of the individual top managers of leading companies who believe in the value of your club? What do they believe about your club? How did they get that way? What are they doing to increase their number? What are you doing to increase their number?
13. Have top managers helped you to define the objectives of your club? (See Area 3)
14. What data, problems, and proposals do you now have to pass on to other committees and work groups? Who should be responsible?

AREA 7

Development of Your Club's Leadership

1. Read Appendix I, Section 6 and Section 2-b, pages 11 and 8.
2. Refer to the summary of your Inquiry Form (Area 1) and the work in Area 2 which revealed the composition and membership diversity of your club. Ask yourselves the questions which follow.
3. Have you enlisted those who checked "yes," that they would take a leadership role? Have you made use of the reasons why others checked "no"?
4. Are your core leaders responsive to the interests and needs of the general membership?
5. Do your officers define the goals of the club, develop operating objectives for achieving the goals and specific action plans? Do you use the results to stimulate enlistment of committee chairmen and members? (NCIMC "Leadership Manual")
6. Are vice-presidents getting leadership development experience through supervising committees?
7. Do you have a development program for your leaders which imparts knowledge about what they are expected to accomplish, provides on-the-job help, assures accountability to a supervisor, and evaluates results?
8. Do you have a systematic plan by which experienced leaders enlist and coach new leaders?
9. If your club is dominated by either young progressives or "old guard," is this a problem? If "yes" what should be done?
10. How many core members do you have? What is their percentage of your total membership? Are you satisfied with this? Why?
11. Do you have a planned systematic successful method by which task members are enlisted by core members? If not, what should be done?
12. Are you a victim of automatic progression unrelated to quality performance?
13. Are you getting help from NCIMC publications, the Annual Meeting, your zone representative, zone meetings, council meetings, inter-club leadership development workshops? What kind? What more do you need?
14. How do you inform the top managers of your successful leaders about their performance?
15. Do you ask top managers for help in securing leadership for specific projects? If not, why not?
16. Do your leaders know NCIMC resources and use them?
17. What data, problems, and proposals do you now have to pass on to other committees and work groups? Who should be responsible?

AREA 8

The Service Projects of Your Club

1. Read Appendix I, Section 8, page 13.
2. How many members in the past year were involved in the planning and management of a service project?
3. How many more gave marginal help?
4. Should you get more members involved in service projects? Why?
5. What evidences do you have of satisfaction and dissatisfaction with being involved? What are you doing about this?
6. How are your service projects made relevant to the skills and interests of members as management men?
7. What kinds of service projects are needed, practical, and challenging for your club to sponsor?

8. How have top managers helped you with projects?
9. How are service projects helping you to discover, enlist, and develop new club leadership?
10. Do you inform a member's top managers when he gives successful project leadership?
11. How do you capitalize on service projects to help your club's public relations?
12. What data, problems, and proposals do you now have to pass on to other committees and work groups? Who should be responsible?

AREA 9

Small and Large Clubs and Active Member Participation

1. Read Appendix I, Section 7, page 13.
2. Refer to the summary of your Inquiry Form (Area 1) and the work in Area 2 which reveal the composition and membership diversity of your club. Refer also to the work done in Areas 4 to 7 on your monthly meetings, educational projects, relationships with top management, and leadership development. Work on the questions which follow.
3. What are the advantages and disadvantages of the size of your club in relation to membership composition, diversity, monthly meetings, educational activities, relationships with top managers, development of club leadership, and service projects of your club?
4. Do your answers point directions for you about your club? What?
5. If you want to become larger, what help is suggested in Area 6 on relationships with top management?
6. Do you have the following facts to enable top management to help you:
   - List of prospective companies with names of their top managers
   - Their sizes
   - Total employment in all prospective companies
   - Total number of prospective members

   If not, should you? Why?
7. Do enough top managers believe in the objectives and program of your club to give you the help you need? If not, what should you do?
8. What does the work done in Areas 4 to 7 reveal on how to increase active member participation through improved monthly meetings, educational projects, top management support and leadership development?
9. What data, problems, and proposals do you now have to pass on to other committees and work groups? Who should be responsible?

AREA 10

Your Club, the YMCA, and the NCIMC

1. Read Appendix I, Section 9, page 14.
2. What does your related "Y" secretary do to help committees in their decision making, with data, suggestions, questions, ideas, and challenges? What do you want him to do?
3. What does he do to help individual club leaders to perform? What do you want him to do?
4. What does he do to help on relationships with top management? What do you want him to do?
5. Have you tended to depend on him mostly for supervising arrangements? Why?
6. What can your club do to release his time for other kinds of "Y" work?
7. How much does the club cost the "Y" budget for the time of "Y" secretary and his office?
8. Should the "Y" budget finance these items? Why?
9. Should your top management friends examine this matter and advise what to do or not to do? Why?
10. Are you interpreting the community program of your YMCA occasionally and with imagination at club meetings?
11. Do members know what the local YMCA Board does to help the club?
12. Have they been introduced to each other?
13. Does the public relations image of your YMCA include the IMC as one of its parts?
14. What have you done to interpret to the "Y" Board and staff the program and importance of the club?
15. What do you consider to be the ideal relationship between your club "of the YMCA" and the parent YMCA – in general terms and working plans?
16. Have you and your related "Y" secretary discussed and clarified his role in relation to the club and what he and the YMCA may expect from the club? Have you included top managers in this?
17. What do you do which makes affiliation in the NCIMC appear significant to the club membership?
18. Do members know what the NCIMC does to help the club's leaders?
19. Do they know what the Area/State YMCA does to help the club?
20. What data, problems, and proposals do you now have to pass on to other committees and work groups?

APPENDIX I

MEMBERS, PROGRAMS, AND DECISIONS: A RESEARCH REPORT TO THE INDUSTRIAL MANAGEMENT CLUBS

by THOMAS R. BENNETT, Ph.D.
Professor of Administration, George Williams College

INTRODUCTION

Organizations, like people, require periodic examinations to assess the extent of their health and vitality. If there are symptoms of potential disabilities, then early detection can assist in providing correction and remedy. This is all the more important when an organization is giving valuable services to people, to industry, and to the community. Such is the case of Industrial Management Clubs, and this is the Report of a study of the current condition of a representative national sample of sixty IMCs and their members.

In 1962 the National Council of Industrial Management Clubs requested George Williams College to develop a research project for a national study of the program and membership of IMCs. The research project was under the sponsorship of the NCIMC and jointly financed by the Foremanship Foundation. The primary purpose of the research was to provide basic information about IMC members and their attitudes toward the programs of clubs.

The research project developed as a National Member Survey, an extensive questionnaire which was sent to a random sample of sixty IMCs and to every tenth member in each club. This questionnaire provided basic data on the personal and job characteristics of members, the extent of their participation in the IMC, and attitudes towards club program. In addition to the questionnaire, interviews were conducted with officers and club members, and a different questionnaire, in addition to an interview, was used with a sample of the related YMCA secretaries. The result of this research now provides the NCIMC with a current profile of club membership which can be used as the foundation of continuing program evaluation.

The primary finding from the Survey is that the IMC, at this time, has a membership which is satisfied and supportive in their response to the program and goals of clubs. The educational experience which is being provided is seen as relevant and valuable for the continued personal and supervisory development of both officers and members. This does not mean that there are not major issues and problems which require decision in the leadership and program of clubs. The data does mean, however, that IMCs have a strong base in member interest and support, and this is the essential foundation for continued club development and decision making in critical program areas.

SECTION 1

The Vertical and Horizontal Membership Composition of Clubs

Some Personal Characteristics of IMC Members

The majority of IMC members (approximately two out of every three) are between 30 and 50 years of age. Slightly more than one out of every three members is between 41 and 50 years of age, and it is in this group that the core of club leadership is concentrated. It is not surprising that 99% of the members are both male and married. One out of every two members has two children, and one out of every three members has three children. Less than ten percent of the membership have four or more children, and a similar percentage have one child.

It is most characteristic of IMC members to be high school graduates with some college or business and technical school education. One out of every four IMC members is a college graduate or has additional post-graduate education.

It is significant that 90% of the members of the IMC earn over $500.00 monthly. Nearly one out of every two members earn over $700.00 monthly, and nearly one out of every five members earn over $900.00 monthly.

The general characteristics of the National IMC membership can be summarized as follows: The average IMC member is married with two or more children, in his forties, a high school graduate with some college or technical school education, and with an average annual income exceeding $7,500.00.

There is data for comparison of these characteristics of IMC membership with IMC members of a decade ago. In a survey conducted by James H. Mullen of Temple University in 1952 the following characteristics were noted: The average IMC member is male, approximately forty years of age, a high school graduate who may have some college experience, and with an average monthly income before deductions of $400.00 to $450.00. The comparison of the two surveys indicates that the IMC membership of today is slightly older with a rising standard of education and income.

The majority of the IMC members are employed in manufacturing companies. This accounts for 71% of the national membership. The next largest group (12%) are employed in utilities. Then follows a series of small percentages of members employed in wholesaling and retailing, transportation, government, and financial organizations. It is clear that the IMC continues to serve, as specified in its Constitution, a constituency of foremen and supervisors concentrated in manufacturing.

The Job Situation of IMC Members

The general picture of IMC members is that of long term employment with the same employer and within their present position. The majority of IMC members (69%) have been with their present employer 10 or more years. Further, within this majority, there is a smaller group (35%) who have been employed 20 or more years with their present employer. At the same time, however, this is not the picture for the number of years employed as a supervisor. Approximately one out of every two members has been a supervisor for 10 years or less. This may reflect circumstances indicated in the educational profile. The members of IMCs are men who have advanced through experience and in-service education rather than being employed in supervisory positions as a result of college training.

The Horizontal Spread

As a heavier concentration of personnel in technical, staff, and managerial positions develops in American industry, the IMC may need to question whether the focus on the first line supervisor is still valid. *It may be that the present limitation in the Constitution of the IMC on the industrial source*

for membership needs to be questioned. Perhaps this makes it most necessary for the IMC to explore different ways for clubs to organize in order to secure a wider distribution of managerial, supervisory, and technically trained staff persons from commerce, government, business and industrial organizations.

SECTION 2

Diversity of Interests, Needs, and Expectations Among Club Members

The IMC and the Personal Goals of Officers and Members

a. The Different Participation in the IMC of Officers

There are significant and startling contrasts between officers and members in their participation in the IMC. Among officers 93% report that they *attend every meeting* of the IMC if they possibly can. Among members, however, there are 60% who attend every meeting, while 30% attend only some meetings, and 10% of the members attend meetings very seldom!

Two out of every three members DO NOT regard the IMC as a regular personal activity, while three out of every four officers DO regard the IMC as a regular activity.

Are Officers and Members Satisfied with the IMC Program?

Officers and members tend to rate the *educational program* of the IMCs in similar ways. Among officers, however, the tendency is to be more critical of the *structure and leadership* of the IMC. Officers and members share similar feelings on the dynamic quality of regular IMC meetings, on the creative value of special educational events in the club, and on the general relevancy to member needs of the club program. There is a similar identity of response in satisfaction with the social relationships among members in the club.

The contrast is in the response to the structure and leadership of the club. While officers tend to rate the committee structure and officer capability slightly more as "strong," they also express a lower level of satisfaction with these same factors than is characteristic of members. This trend is further reflected in the interviews of officers in local clubs.

As a result of their lower level of participation, and perhaps of passivity, members do not have the intense contact with the problems of planning and leadership which confront club officers. The distance of members, therefore, from these central areas of club life tends to strengthen a favorable response on their part as long as the quality of club program is maintained. The combined response of officers, for example, indicates that over 90% of them find the IMC to be of "much" or "some value" in helping them achieve greater confidence in personal relations. *The difference between officers and members on this point is the greatest encountered in any area of the Survey.* Among the officers 51% of them compared to 29% of the members report that the IMC is of "much value" in helping them to gain greater confidence in personal relations. This reflects the consequences of the experience of officers in developing and maintaning those personal relations which are essential to provide leadership in the management and program of the club.

b. Why is Membership a Problem?

For most persons, membership in an organization is paying the dues, going to the meetings, finding enjoyment in associating with other members, and doing something that is personally important. With an organization, however, and especially for its officers, members are seen as the source of income, as "committed" to what the program is doing, as "available" for the necessary work, and as the justification for the continued existence of the organization.

These are two different sets of expectations. Members may be satisfied with a minimum level of personal participation but the leadership may complain about "the few who do all the work." Members may criticize "the few who run everything — the old guard," while the leadership will find their work as "the most important thing we've done." These differences can become sources of conflict. Some of this conflict is unnecessary. It results from the *assumption* that membership *ought to mean the same* in activity and results for *each* member.

c. Three Types of Active Members in the IMC

The meaning of membership is a major problem for the IMCs. There are three different ideas of membership which exist among IMCs. The *first* is an expectation of membership as involving a high personal commitment, a close fellowship with other members, and a focus on self-improvement through responsible participation in the club program.

A *second* definition of membership is one which expresses itself through an active, but specific, interest in educational activities and club leadership, with some participation in the sociability of the IMC.

The first idea of membership is one for men for whom the IMC is a frequent, regular, and important *relationship with other members* who share a common purpose. The second definition is for men interested in *specific tasks and events* of the club and for whom fellowship is a useful supplement.

There is, however, a *third* idea of the meaning of membership. This is centered in fellowship and sociability ("good food and conversation") and a nominal interest in education and self-improvement ("it was an interesting program — that guy could really entertain you"). The men for whom this is membership in the club *could be* the majority of the IMC membership. There is evidence in the research to support this hypothesis.

The first description of membership could be called "core members;" the second termed "task members;" and, the third described as "social members."

For the *core member,* the IMC is a central personal activity.

For the *task member,* membership is the specific event or responsibility fitting his interest.

For the *social member,* the club is the fellowship and sharing of experience with others which is most important in his membership.

There is a tendency in clubs to attempt to adopt *one* of these three definitions of membership as that which *ought to prevail,* to be binding on every member of that club. Yet the needs of members are distinctly individual, influenced by personal interests and by job situation. The judgment that one definition of membership is "better" or "best" excludes this personal uniqueness. The demand is that a member fit *one* definition, and this may distort the type of experience he seeks, if it does not completely discourage his participation.

Perhaps this is why the confrontation of differences between club members becomes imperative in the future of the IMC. Is it possible that the IMC *needs* social members as much as it *desires* task and core members? Could it be assumed that a member may find, in his IMC lifetime, *all three* of these descriptions of membership appropriate at different stages? What could be done in IMC programs to strengthen *each* of these three that they could be fully utilized for the benefit of each member?

Given the distinct personal needs of members, it can be doubted that any one of these concepts of membership is "better" than another. One may be more dominant during a par-

ticular phase of club history, or one idea more expressive of the needs of a member at a specific stage of personal development, but all three are valid. Is it that club officers prefer one definition *over* another and are, therefore, unappreciative of the other two? Or do some IMCs need one type of member more than another in specific phases of club development?

Two Types of Inactive Members

These three definitions are for members who are *active* in their participation. There is also the *marginal member* who supports the club through dues, but who seldom attends meetings or participates in activities. Lastly, there is the *lapsed member,* the man who "used to belong" but no longer maintains active relationships. There are many impressions in IMCs about why men become marginal and lapsed members, but there is no reliable information. It is unrealistic to expect that all members will remain constantly active, but why do they become marginal and lapsed? Does this necessarily mean that their attitudes toward the IMC are negative and non-supportive? Are there ways through which they could be kept informed of program developments? There is a tendency among clubs to write off these two types of members. What is the effect of this response? In short, what relationship to these members *can be maintained on the initiative of the IMC?*

d. Varied Needs of Members

Members in the club vary in their needs. Some hope to receive much from their club membership. They take classes, participate in service projects, and are active in the regular meetings. Other members with their task interests, have less concern and are more likely to participate only on those occasions when there is something of special importance to them. Then there are marginal members who are frequently absent from club activities. With the social members, meetings are expected to be relaxed social occasions. Educational and intellectual challenge is of relatively less importance to them and they do not respond with enthusiasm to a program with high personal demand.

e. Dimensions of Difference Between Club Members

It is recognized that many club members are men who have advanced as far as they can in their companies. A member in this situation participates in the IMC to maintain himself in this level of company responsibility. He wants to keep up with changing times. He would like to learn about what is happening in the economic world. He is not pressed by his employer or by his own personal demands to educate himself beyond his present level. Educational programs of the club which are general, on human relations, or on economic issues will be of interest to this member.

His primary satisfaction, however, is in the fellowship of the club. He comes to meetings to meet other supervisors from plants like his own. He enjoys conversations with them, trades ideas, and gains some modest values. This member may be the "back bone" of the IMC.

One difference among members is the wide range in *age groups.* The average age of IMC members is in the forties. Among younger men is a group of more energetic and ambitious members who are using the IMC as a training opportunity for advancement and personal growth. Another group consists of men whose life in the company may have extended to two or more decades. Their value to the company is in their long practical experience. Their educational interests, however, are significantly different from those of the younger men. The effort of the club to serve both of these groups poses basic problems in the design of a club program.

A second difference is that related to mobility. The group of members whose position in the company is rather stable has already been described. The value of this group to the company is in their practical knowledge and experience, plus their strong company loyalty, rather than in their technical training or their flexibility in changing situations.

A younger group of members includes many "comers" among both foreman and technical staff persons. The club is a source of experience and training for upward movement in management. Any educational activity in which this group engages off-the-job is related to their concern for movement upward in management ranks. Consequently, this group also participates in educational programs conducted by schools and other organizations. This means that the IMC can experience greater competition for these men, but they are also prepared, as members, to meet greater demands upon their participation from the club.

Among the members of this second group there are men who are college trained and specialized in professional technical fields. Members of this group see themselves as more likely to advance in the company, and also as mobile *between* companies. Their service is available to companies upon the basis of their professional qualifications and the IMC is a source of additional *management* training for them.

The technically trained and ambitious member will seek a more intensive level of education. This may be above the level which can be maintained by a club. In aiming a program at the line foreman, the IMC is serving a large group of the membership who have some or no college training. This may make it difficult for a club to attract and retain the interest of technically educated men. Further, there is a steady growth in American industry of highly educated and specialized men at every level of middle management. In time this can confront a club with a genuine struggle to serve distinct groups in its membership whose educational training creates a gulf which separates them while their positions in industry may provide for great similarity in their experiences.

A third difference among members is that between *line* and *staff* men. For the professionally trained technician in a staff position, a program directed primarily to the line foreman is not necessarily attractive. With increasing frequency line supervisors are drawn from the ranks of professionally- trained, technical staff people. Their training needs are different from those of the less educated, but more experienced, "old line" foreman.

Another difference between members is that the IMC provides a situation in which *lower* and *top management* are brought together. Among some members there is the feeling that clubs need to be careful in bringing middle and top management into club membership. In many situations this brings the superior of the line foreman into the club. This can affect the participation of foremen, and there is the feeling that a proper balance must be maintained to prevent foremen from being the minority in club membership. At the same time there is the theme in interviews that clubs need more middle and top management people to provide for adequate club leadership. Frequently foremen do not have the level of capability required in club leadership.

Some members find it disappointing when the membership of the club is predominantly from lower level management. Middle management members identify with each other rather than with first line foremen. They enjoy contact with policy levels of administration and with technically trained, better educated personnel. They feel that a program aimed too in-

tensively at the first line foreman may be uninteresting and not beneficial to them.

f. Towards an Expanding Membership

A potential difficulty in the future for the IMC is in its present Constitutional limitation to a concentration on foremen and supervisors in industry. It is obvious in the distribution of members from other economic sectors that all clubs do not adhere rigidly to this focus. Indeed, given the consistent growth of service functions and the decline (through technological advances) of industrial domination in the American economy, these members from non-industrial sectors may be messengers from a future IMC membership.

Are there new and additional constituencies of supervisory personnel in the economic life of the community who can be served by the IMC? Any examination of government organizations, of commercial and merchandising firms, of service businesses, and of electronic and other specialty manufacturers, would indicate a potential IMC constituency already sprinkled in the current membership. What would be the consequences for the IMC of including these new groups? Would there be a reduction of the satisfaction of present members? Are there greater increases in understanding supervisory and management problems through a wider representation of companies? This is an area demanding further analysis and decision as the leadership of the IMC confronts the next decade.

One minor but important point to be considered is the "aging" of the IMC membership. There is the regular need for an input of younger foremen and supervisors. At the same time, these men are apt to be better educated and more technically competent.

SECTION 3

The Monthly Meeting

a. Decisions for Program Vitality

The *monthly meeting* provides the core activity for the life of the club. Monthly meetings do not appear to have formats that vary widely between clubs. Usually the meetings are dinner meetings. Men from several companies eat together, share ideas, or men from the same company sit with each other and talk over affairs of their own plant. A major element is the enjoyment of fellowship during a relaxed meal. The inter-plant contacts provide interesting conversation, opportunities to compare notes on common problems, some exploration of technical subjects, and particularly an opportunity for fellowship of men in the same level of industry. *This pattern of activity is one of the high values consistently identified in the IMC experience.*

In attending the regular monthly meetings members expect:

- to go so that their own company is represented,
- that speakers will be entertaining and informative,
- to find some means of self-improvement, and
- to meet and know other men in similar circumstances in the other companies that are represented.

One of the main satisfactions of the IMC is that men consistently feel that "they take something home from each meeting."

There are frequent criticisms, however, about monthly meetings. There are frequent criticisms about the general presentations made by speakers. Members feel that many of these presentations are insufficiently focused to be of benefit to them. They feel there is more to be learned than can be gained by listening to a general speaker. At the same time criticism was made of experimental efforts in some clubs to try group methods such as panels, films, and small group discussions. These experiments encountered resistance growing out of the traditional interest in listening to "a good speaker" and from the expectation of members to being only passive participants in the meetings.

The most outstanding program feature generally praised by members was that of *plant visitations.* These opportunities to visit other companies are highly popular. While there are problems for members to "get free enough from their jobs" to participate in the visits, these visitations receive high participation and are seen as an effective means of building club program.

b. How Relevant is the IMC for Improving Job Effectiveness?

The IMC is perceived by both officers and members as highly relevant to the needs which they have for improving their own performance as supervisors. *The most valuable contribution of the IMC to both officers and members is in the opportunity to associate with others in management and to learn through sharing experiences.*

While the IMC is of some value for both officers and members in achieving advancement in the company, this is the least valuable contribution which results from IMC participation. If the IMC assists in the advancement of supervisors, it is through the improved performance which comes from the learning provided by club program rather than from the IMC being seen explicitly as a "promotion mark."

Through the inspiration and challenge provided by club program, and through the opportunity to develop a better understanding of a management point-of-view, the IMC is seen to be of great value by both members and officers. The monthly meetings and special educational events are opportunities for gaining new ideas of management practices. Although the IMC does provide some technical learnings, and these are of some value, one of the great contributions of the national program is through improving the ability of the supervisor to work well with others.

SECTION 4

Educational Projects

The *educational program* of the IMC is especially focused on the classes that are offered. The variety of classes organized by clubs are participated in by members and by thousands of non-members to whom the classes are available as a club service project to the companies. In this educational activity the IMC faces significant competition from other industrial and educational programs. Management education is an important development and is presently offered by hundreds of organizations throughout the country. Many such programs are financed by universities, colleges and other organizations with more resources than the IMC. These programs are frequently superior in quality to that which the IMC can manage with its resources. Consequently, the IMC finds itself in many communities surrounded by other organizations offering programs to a similar constituency and it has a serious problem of finding a place for itself in this situation.

Men in management with technical training generally go to universities or specialized institutes for additional education. They do not find the general programs of the IMC useful. Equally, they do not find the less specialized courses which the IMC must offer in technical areas as other than elementary in relation to their training. The program of the IMC is more beneficial for the high proportion of its members with a high school education and some college. This puts the level of courses below that which is useful for men with advanced education.

Despite this situation IMCs have developed broad programs of classes, seminars, case study programs, specialized plant tours, lecture series and a variety of other educational ventures.

There are important values which are widely recognized in this educational program of the clubs. The classes are viewed by members as having provided them with new competence, confidence, and information which they use to improve their work. In addition there is the distinct advantage of the inter-company basis of the IMC membership. Men are able to discuss with others problems in the different plants and companies and make important comparisons. This helps to broaden and to professionalize the first-line foreman.

Many companies send men to the IMC programs because this is an educational opportunity available at a lower cost than if they were required to produce the same program from company resources. The IMC, therefore, becomes a co-operative, inter-company educational program which considerably enhances its value. For the company which is too small to sustain its own training program, this value is even higher. The IMC provides a practical and objective training program which is a distinctive service to the smaller company.

Given this emphasis on experience and in-service education, there is no mystery in the strong favorable response of members to training opportunities for improving supervisory performance. Their companies, according to members, place a premium on sound judgment, ambition, and leadership ability in supervision. The foreman who wants to advance, therefore, seeks continuing education to help him achieve results in his work.

Approximately one-half of the companies provide supervisory training programs. While the companies give encouragement to use this company training on-the-job, *there is less direct encouragement to members to use the benefits of IMC educational programs. At the same time, it is important that members feel the IMC programs complement and support* company-sponsored training. Consequently, whether or not there is a company program, *the IMC is a major source of training for improving personal effectiveness as a supervisor.*

SECTION 5

Relationships with Top Management

Top Management Interest in the IMC

One of the most important committees in the IMC is that which is composed from the primary top level of corporate executives and management groups among the companies served by a club. This group is composed of four to fifteen men and is known generally as "the top management" committee. This committee maintains a close contact with each club through the YMCA secretary, through leaders in the club, and through those men in the club from the plant of each executive.

The top management committee serves as a consultant group to the leadership of the club. In some measure the effort is made to see that clubs maintain an adequate level of service and meaningful experience for members. Top management members are interested in their employees gaining what can be gained from their club experience. Still other top management executives see their participation in the IMC as a useful community relations gesture or as part of their general public relations program. In interviews it was clear that there is a core of top management members who maintain close contact with the IMC, invest their time and energy in aiding the club, and have high expectations of its work. The much larger group of top management committee members is composed of men who are less acquainted with the IMC, inclined to accept the club and its service on the basis that it is "good for the men," and see their relationship to the IMC as part of an effective company public relations effort. Among top management committee members it is recognized that the IMC functions in large measure as a service to corporations in the community whose middle and first line foremen personnel need the training opportunity provided by the club program.

It is clear that top management does not generally see the IMC as an important part in the upward movement of men in management. There are perhaps some regional differences in this attitude, as for example in the southeast with its current industrial expansion, but this is the attitude which prevailed in the interviews. The IMC is seen, in contrast, as an important contribution to maintaining stable personnel in their positions. It is certainly true, especially among officers, that there are IMC members who perceive their company's interest in their participation as connected with plans for promotion. The primary interest of the company, nevertheless, in the IMC is that it is one additional source of useful training for personnel.

Men are encouraged to join the IMC by the kind of support given by the company, and one type is financial. Some companies finance practically all of the costs of the IMC, including membership fees, education fees, and the dinner costs of meetings. Most companies tend to split the cost with members, with the company picking up the bill for the monthly meeting and members carrying such additional costs as membership fees. There are some members who carry the entire cost of IMC participation, but this is the exception rather than the rule. Perhaps the most interesting point is that the median income of both officers and members of the IMC would suggest that the entire costs of club membership could be financed by members. Consequently, the continued financial support of companies may be one additional means through which corporate involvement in the IMC is secured.

What is the Meaning of Company Sponsorship?

The relationship between the IMC and sponsoring companies is baffling. On the one hand, there is evidence that companies tend to use the IMC as a part of their public relations in the community. On the other hand, there is the response from among officers and YMCA secretaries that the financial contributions by companies to the dinners, dues, and educational participation of members are essential for club maintenance.

What, then, is the meaning of company sponsorship? Is it assurance to the IMC that it is important? Or, is it a "cushion" of financial support? It could be that it is a "reward" of some type to foremen. It is curious that with the income of IMC members that they are financially unable to assume the costs of their membership in those circumstances where there is company contribution to dues and fees.

Perhaps the basic question concerns planning for educating companies to the potential utilization of the IMC experience by their employees. What can be done by IMCs to *plan with* top management of sponsoring companies for the integration of club experiences into corporate supervisory and management training programs? In many situations, as in the southeastern states, the IMC *is the* supervisory training program for some companies. Can their utilization of the IMC program be strengthened?

SECTION 6

Development of Club Leadership

Are There Important On-the-Job Differences?

In what ways do officers differ from other members in the IMC? In the 406 replies to the Survey, there were 201 present

club officers, committee chairmen, and past officers. Officers do not vary in too many ways from members. For example, officers and members share the same characteristics in educational preparation, in their employment concentration within manufacturing, and on their position in the company. Officers are slightly older in that approximately 10% more officers are in the 41 to 50 age group (44% officers, 34% members) while there are 7% more members (26% officers, 33% members) in the 31 to 40 age group.

In their length of employment, officers share the national pattern that is characteristic of the IMC membership:

One out of every three officers has been employed over 20 years with the same company;

One out of every three officers has been employed for more than 10 years with the same company; and,

Three out of every four officers are within the top three levels of company management.

As a group, officers tend to have been supervisors longer but to directly supervise fewer people. One out of every two officers has been a supervisor for more than 10 years, while this is slightly less true for members. Officers tend to come from locally-owned companies while more members tend to come from nationally-owned companies. In all other job characteristics, however, officers and members are more alike than they are different.

There is a constant progression toward more regular participation by officers, while there is at the same time a consistent decline in the response of members to the IMC as a regular personal activity. Two questions arise from this information. Is there a relationship between personal responsibility in the club and the more positive attitude of officers? What are the explanations for the attitudes of members, particularly since their job characteristics are not so different from officers?

The differences in participation cannot be accounted for by the length of time that officers and members have been in the IMC. While there are nine percent more members who have been in the IMC for less than one year, there are no additional significant differences between officers and members in the number of years they have been in the IMC.

One possible source of influence on participation is in the fact that more members belong to IMCs which are outside of the community in which both residence and employment are located. At the same time, there are a few more officers with residence in one community, but with their employment and IMC membership in two separate adjacent communities, both of which are some distance from their residence. Consequently, distance and travel alone do not constitute a satisfactory explanation for the differences in participation and attitude between officers and members.

Leadership Development in the IMC

The IMC has developed a reputation of providing both a program and the opportunity for members which will aid in personal leadership growth. A frequent theme in discussions with IMC officers and members is that participation in the club provided a beginning for personal leadership development which aided in the company advancement of IMC members. The IMC is actively interested in the development of effective leadership because it is a major element in maintaining vital club programming.

One point at which leadership development begins is in the plant where the IMC *key man* is selected. A second important opportunity for leadership development is through the club officers, committee chairmen, and committee members. In this area of club life, the IMC confronts problems that are similar to those of other voluntary organizations. There is never an adequate supply of persons who are competent for the various essential leadership responsibilities. Ways and means must be found of securing capable leadership which will at the same time develop and train other members to assume leadership responsibilities at a later point. Club members are sufficiently sensitive to the program values of the IMC that any deterioration in the quality of leadership or of the program is rapidly reflected in a lessening of interest and participation. This results in a continuous demand on the club leadership to maintain an adequate level of program at all times.

There are problems which are frequently described by officers and members in their analysis of club leadership. One problem is that of the level of responsibility which will be accepted by committee members. When committee chairmen and members do not fulfill their committee obligations, then the continuing work of the club is jeopardized. Occasionally there is the chairman whose response to this problem is to do the work of the committee himself and thus fails to utilize willing committee members or to train his successors. The result of this style of chairmanship is to leave a committee weakened for both future tasks and leadership needs. A third problem is that of both officers and committee chairmen who are strong in public relations and planning for good speakers, but who fail in carrying out the full program of either the committee or the club.

An ideal pattern for a leadership career in the IMC is described by members as one which begins with serving on committees. The next stage in leadership development, consequently, would be that of becoming a committee chairman. In interviews, however, members said that clubs, usually from desperation, did tend to assign committee chairmanships before men have an opportunity to work on the committee. The result is a chairman with minimal knowledge of the responsibility required in the operation and the functioning of the committee. The sharpest complaints came from chairmen who had been given such committee responsibility before they had served their apprenticeship.

The turnover in club membership helps to complicate this problem. At the same time, this membership turnover constitutes a curious contradiction in the IMC. The core of the membership of the IMC is composed of a supervisory group with long term employment and careers in the same company. Consequently, turnover is not necessarily the result of members moving to another community. Quite the contrary, it appears that turnover comes because men do not sustain IMC membership over a sufficiently long duration to become active in club leadership. In short, *men drop out of the IMC but they remain in the community.*

A more difficult question for some clubs is that of developing leadership from among new and younger members. There is a strong tendency to expect that the talents and energy of younger men will bring new life to the clubs and provide resources for experimentation, for new programs, and for achieving a new level of club effectiveness. However, the pressure of club needs may result in these men passing through a quick and superficial apprenticeship as leaders, then serve a brief term as a key officer, and then move to an "early retirement" and into marginal club membership.

There is the temptation in clubs who want "new blood" to set aside the older leadership. The fact may be, however, that active participation on the part of older and more mature members is a crucial component in developing young leadership and effectively utilizing the total leadership resources of the club.

SECTION 7

Small and Large Clubs and Active Member Participation

The Problem of a Small or Large Club

A basic dilemma confronting IMC members is that of club size. One side of this issue is whether a relatively small club with high standards of participation should be maintained. Or, on the other side, should a larger club be developed, one based upon lower standards of participation and with less demand on the individual member. Some clubs tend to support the idea of a pattern of growth which maintains a high standard of participation on the part of every member, a good quality in the program, and less stress on expansion. With either choice, it is impossible to avoid the question of the size of an IMC which for a given community is not too large or beyond the ability of the leadership to integrate.

With a small club there is a tendency for some members to enjoy a richer exchange of ideas, a closer relationship between members, and a higher group feeling among participants. This creates a closer knit membership. Yet to maintain capable leadership, a strong club organization, and adequate finances for club programs is consistently more difficult for the smaller club.

Those who argue for a large club point out that there are more resources to keep club program and participation at a higher level when there are 400 rather than 100 members. The primary problem for the large club is that of maintaining an active membership. The larger club cannot escape a considerable number of members who have only a social participation in the program. The result may be that they remain marginal in their support of the club as well as in their participation.

There are those members who argue that although this may be a problem for the larger club, it is also an important contribution. The large club, by maintaining its social and educational functions among a mass membership, provides a major service to industry. It is argued that this service to a larger number of men in industry must not be ignored and should not be sacrificed for a more intensive educational experience for fewer members.

This sharpens the issue for smaller clubs. The values of a committed and active membership are counter-balanced by the hazard of sustaining such a small membership amid the competition of other interests and groups in the community.

The Problem of High or Low Commitment in Participation

Many clubs struggle with the important question of the level of participation required from members in order to maintain healthy club life. Some members argue that demand should be placed upon the membership for everyone to be either core or task members. They believe that a higher level of activity will sustain higher morale in a club, and that there will be a greater personal investment of members in the club program.

The problem facing advocates of this policy is that implementation requires more work on the part of club leadership and results in the loss of those members who do not wish to invest as much time and energy as the club demands.

There is difficulty in the attempt to maintain a small club of core members with high personal demands upon everyone for participation. The resistance to this model for an IMC is supported by the view that the club has been created for foremen in industry who have no other industrial organization in which they can participate. It is good "to get these men together" for modest programs which are of interest, but primarily for a monthly opportunity to enjoy an occasion during which they can be together.

A further difficulty in this issue of the large versus the small club comes from the relatively small number of companies which are involved in the IMC in most communities. The leadership of clubs recognize that there is a greater area of service than is currently reflected in company participation in the IMC. This tends to emphasize membership recruiting campaigns to "open up" new companies, and to "find new members." A frequent result is to encourage transient membership. The tendency is to "plow new soil" rather than to carefully cultivate what has already been developed. The basic problem is that of sustaining quality programs rather than attempting periodic recruitment campaigns to recoup from the consequences of mediocre programs. The resistance to the answer of "new members" rather than "quality program" is a puzzling problem for many IMCs. The basic issue remains to what extent a club can afford to develop an intensive program with a core membership, or to make an effort to sustain a club with a considerably larger group of task, social, and marginal members whose participation is based upon a reduced investment of time, interest, and energy.

SECTION 8

Service Projects

Many clubs attempt a variety of *community service projects.* These projects are viewed with pride by officers as contributing significantly to the community. Members, however, more frequently view these projects as a relatively insignificant part of club program. The major criticism of community service projects is that they tend to be irrelevant to the talents and skills of club members. It was frequently urged during interviews that service projects ought to be more appropriate to the industrial position of group members rather than random efforts to provide a civic or service-club type of project in the community.

One service project which is widely accepted with enthusiasm is the "Youth and Industry" program. This program has received warm reception in clubs as an experimental project which makes maximum use of the industrial experience and position of members. Further, this program helps members to relate their own work experience to the vocational inquiries of young persons.

The primary decision, consequently, for the IMC is whether it can develop community service projects which use the experience and skill of industrial supervisors and managers. The IMC is not "a service club" and members systematically resist this image of community contribution.

Although the original focus of IMC programs was on job-related skills, in the past decade there has been an increasing emphasis on educational experiences which would contribute to the personal learning of members. There has been an effort to provide more opportunities for community service projects and strengthening the skills necessary for working with other people.

Both officers and members find the IMC to be of least value as a source for additional prestige in community life. The IMC is of some value in this regard, but this area of potential contribution receives the lowest rating. This is substantiated from the interviews with club leadership. The tendency is not to think of the IMC in relation to the community, but rather to think of the club in relation to the job. There has been resistance in clubs to the effort to develop community projects, especially when these projects (such) as selling Christmas trees and other money raising events) were not seen as relevant to the industrial experience and position of IMC members. It is for this reason, for example, that the "Youth

and Industry" projects of many clubs have received enthusiastic endorsement from both officers and members.

Officers do consistently reflect a greater interest in community relationships. Officers identify the IMC as of "much value" to them in developing more interests in community activities. For members the pressures of the job and the essential skills for effective personal performance are probably greater. For officers community programs are a source of personal growth, but for members they may tend to be a program luxury which they did not seek in joining the IMC.

SECTION 9

A Club, the YMCA, and the NCIMC

The Importance of the YMCA Secretary

One important observation is that the IMC is especially dependent upon the professional services and skill of the YMCA secretary. A strong IMC requires from the secretary a considerable amount of professional time, a steady and continuous supervision of the work of the club, and a high frequency of contact with officers and committee chairmen. Certainly the officers and members of the club are basic to its continuation. But members point out that they need the YMCA secretary to be closely connected with the club and to have the time and energy to provide the assistance without which the club cannot function effectively.

In the event that the YMCA changes its secretarial assignment and a person is assigned to the IMC who is not interested in this area of program, or who has relatively little knowledge about industry, then there is a great danger of an IMC declining or dying. The YMCA secretary is also recognized as a primary contact with the top management of industry in the community. The level of managerial personnel with whom the secretary is comfortable is a significant index as to the level of top management personnel which will be recruited for assisting the club. Consequently, members insist that careful thought must be given to employing a professional secretary who will work with IMC. Without strong YMCA secretarial leadership there will be serious problems of survival for clubs.

The Relationship of the IMC to the YMCA

One decision which is in the future of the IMC is that of its relationship to the YMCA. The YMCA is in the unique situation of sponsoring and staffing a major program in adult education which serves an industrial constituency the majority of whom do not belong to the YMCA. The membership of the IMC is a continuing, dues paying, group of industrial personnel *75% of whom ARE NOT members of the YMCA.* While the dues income of local IMCs finances the staff and program of the NCIMC, this should not obscure the question of the extent to which, and this is unknown, the IMC makes a significant financial and member contribution to the local sponsoring Association.

In some Associations this situation may already constitute an urgent problem. There are YMCA secretaries who do find the questions and criticisms of other YMCA (but non-IMC) members difficult to answer. Although the IMC can be continually justified on the basis of its being an avenue of access for the YMCA to the industrial leadership and support in the community, perhaps this is not the most desirable explanation for the time and energy given by the YMCA secretary to the IMC. As the interviews with secretaries have shown, the conflict for the secretary is in the fact that he must service the total administrative and program needs of the Association from which the IMC constitutes a drain in time, personal capacity, and necessary organizational functions that go with his position. *There may come a stage in the future of the IMC when its continuation in many Associations will be determined by its integral relationship to the total program of the YMCA and by the capacity of the IMC to assume its "fair share" of the membership and program costs of an Association.*

What has just been described is not a problem in those few Associations where the members of an IMC are also members of a YMCA. Some secretaries are quite explicit in their feelings and in their effort to require, to what extent it is possible, that men who join the IMC also join the YMCA. It would be interesting to explore the question as to why 75% of the current membership of the IMC are not members of the YMCA. Why is this the case? Are there problems in community relationships with the YMCA which are avoided by not seeking to integrate IMC with YMCA membership? Do IMCs feel that while the YMCA secretary is an asset the religious heritage of the Association is a liability? Or is the present situation simply a product of history?

The YMCA can continue to use the IMC as part of a total program of public relations and of seeking support in the community, but what is the effect upon the IMC of this attitude? There is no question but that part of the response of industry to this approach is to use the IMC as part of a total program of public relations effort to improve and maintain a favorable corporate image in the eyes of its employees and in the community. The concluding question, therefore, is unavoidable: What is the pattern for an effective and mutually supportive relationship between the IMC and YMCA?

Additional Channels for Program Assistance for an IMC

While the competency of the YMCA secretary and of the officers of an IMC are important sources for the development of club program, there are additional channels beyond the local level which are not adequately used. There is the national headquarters office of the NCIMC. There is also the regional and "zone" channels created between clubs to provide program assistance.

A significant trend in the interviews was that when the NCIMC was referred to, it was looked upon as the primary source for program assistance. At the same time, the relationship through the national structure of a local IMC to the NCIMC was seldom mentioned. In the interviews, for example, it was necessary to ask many questions for any discussion of the relationship of a club to the NCIMC. This was true even for clubs which had received national awards. Further, even though the interviews were conducted with active club leadership, it was also difficult to secure information about member attitudes toward the NCIMC.

There is, therefore, the contradiction that although clubs view the NCIMC as a primary source for program assistance, they are at the same time unclear about their own relationship and its significance within the NCIMC. The two most frequent services mentioned by clubs were the National Bulletin and the personal attention given by headquarters staff. This situation must raise the question: "Why are the additional channels for program assistance under-used and generally unrecognized?"

There are new program tasks which are relevant for the IMC. One is the problem of ethics—the values by which men decide the issues of personal and managerial behavior. The YMCA has a heritage which is invaluable as an aid to this exploration of morals. The industrial community needs help in this technological age to examine the ethical dilemmas that disturb, distort, and occasionally corrupt management choices.

APPENDIX II

CAP MANAGEMENT CHECK LIST

1. An Organization Plan

Listing:

- Chairman and personnel of core steering committee and its responsibility, such as Areas 1 to 3 of the Guide
- Chairman and personnel of each work group, such as standing and special committees
- Specific responsibilities of each work group, such as what Area of the Guide from 4 to 10.

2. A Time Schedule

Target dates for:

- Appointment of core steering committee
- Completion of Step 3 (Areas 1 to 3 of the Guide)
- Step 4, assignment of work groups for Sections 4 to 10 of the Guide
- First meeting of each work group
- First report of work groups
- Second and following reports by each work group
- Start of Step 5 (combining)
- Completion of Step 5
- Completion of proposed master plan by core steering committee
- Adoption of master plan by IMC executive committee

3. A Report Form for Work Groups

Containing:

- Space for brief answers to questions in the Guide
- Proposed plans and responsibilities

4. Outside Help

- Enlistment of top managers at certain points
- Members of NCIMC Executive Committee, including a zone representative, after completion of Areas 1 to 3
- Zone and Council meetings

5. Putting the Master Plan to Work

Including:

- Listing of general operating objectives (Area 3)
- Description of specific action plans, designed to achieve each objective (from Areas 4 to 10)
- Target dates for starting and completing each action plan
- Assignment of person responsible for each action plan
- A plan of continued accountability by the responsible persons, such as regular reporting and measurement against goals
- Ultimate responsibility, depending on continued concern and leadership of successive club presidents and executive secretaries

APPENDIX III

NCIMC, CLUB ANALYSIS PROGRAM

CLUB COMPOSITION INQUIRY FORM

Instructions: Please answer **all** questions. **Circle** your answer.

Date_____

Club_____

Name_____
Last First Initial

1. Job title_____

2. Age: 0-30 31-35 36-40 41-45 46-50 51-55 56-up

3. Education: (Circle grade completed) 7-9 10-12 Technical College (1-2-3-4) Grad. School

4. Type of company: Mfg. Utility Trans. Commercial Gov't. Mining
   Food Processing Communications Service Shop

5. Number of employees in local company: Under 50 50-100 100-500 500-up

6. Number of years as supervisor for:
   a. This company: 1-5 6-10 11-20 20-up
   b. Other companies: 1-5 6-10 11-20 20-up

7. An education course in last two years: IMC In-plant Out-plant None

8. An IMC officer or committee chairman within three years: Yes No

9. Willingness to take one of above leadership roles: Yes No

10. Period an IMC member: Less than 1 year 1-3 4-6 7-10 10-up

11. **Check** your areas of responsibility:
    Supervisory_____ Non-supervisory_____
    Line—associated with manufacturing _____
    Staff—associated with manufacturing _____
    Line—associated in other than manufacturing (retail, bank, etc.) _____
    Staff—associated in other than manufacturing _____
    Supervisor of "blue-collar" employees _____
    Supervisor of "white-collar" employees _____
    Manage other supervisors: Yes_____ No_____

12. As a member today, what I value most from the IMC are:

13. Looking ahead, the management skills and knowledge I want most are:

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